

<b>Committee:</b>	<b>Dated:</b>
Establishment Committee	17 October 2017
<b>Subject:</b> Town Clerk's Corporate and Member Services Business Plan progress report	<b>Public</b>
<b>Report of:</b> Town Clerk	<b>For Information</b>
<b>Report author:</b> Neil Davies, Corporate Performance Manager	

### Summary

This report updates Members on the progress made towards achieving the objectives set out in the Town Clerk's Department (Corporate and Member Services) business plan for 2017/18.

Key highlights are:

- Successful delivery of the Common Council elections, five Aldermanic elections and the UK General Election
- Completion of the 2017 Member Induction and Refresh Programme
- Commencement of staff engagement on the draft Corporate Plan 2018-23

Updates are also provided on: the review of project management; strengthening the Committee and Members' Service Team, and the Joint Contact and Control Room (JCCR) project.

### Recommendation

Members are asked to note the report.

### Main Report

#### Introduction

1. The 2017/18 Business Plan for the Town Clerk's Department (Corporate and Member Services) was approved by the Establishment Committee on 19 June. Following comments from made by Members at that meeting a revised version of the high-level plan is attached as Appendix 1, showing in lighter text those areas of the department which fall outside of the remit of this Committee.
2. The functional areas of the department within the remit of this Committee are:
  - Corporate and Member Services
  - Corporate Strategy and Performance
  - Elections, and
  - The Contact Centre

## Current Position

3. Satisfactory progress has been made towards achieving the actions detailed in the plan. Key highlights are shown below.

## Corporate and Member Services

4. The Member Induction and Refresh Programme for 2017 was held between April and July, following the Ward elections on 23 March. This included: an Induction Day; All-Member Reception; Co-opted Member Reception and a series of Chief Officer-led briefings. A comprehensive Member Induction Booklet and Key Documents Pack were also produced and distributed to all Members. Member feedback was overwhelmingly positive about the individual sessions and also the general offer of induction and refresher support made available to Members in the post-election period.
5. A number of learning points were identified for the Department in respect of the timescales and resource implications associated with developing and delivering future Member development activities. The experience will also be valuable in informing how the rolling offer of Member learning and development can be delivered efficiently and effectively to ensure that Members are given access to the skills, knowledge and expertise with which to conduct their role as representatives for those who live and work in the City. A full report on the Programme was presented to the Member Development Steering Group in July.
6. A review of project management is being undertaken with the aim of improving strategic oversight on how we manage projects as an organisation, and recommending changes and improvements to our current systems, process, culture and practice. The need for a review has been highlighted by problems and issues seen with some of the large and complex programmes of work undertaken by the City of London and is supported by an external review. The consultants who undertook the external review presented their findings to the Project Sub Committee and received feedback on current processes from a Member perspective.
7. A programme of work, led by the former Director of Built Environment, will address those issues identified with the way the City of London manages its projects and programmes and review the support systems and processes through which officers deliver, and Members govern these projects.
8. The success criteria for the programme are:
  - To create a mechanism for providing strategic oversight on how projects are managed that will be recognised by all departments and will have the ability to enact ongoing change and improvement.
  - For project managers and departments to recognise that they are being provided with the tools and opportunity to be an active part of this collaborative process of improvement, and that this is being delivered for both their benefit and the benefit of Members.
  - That project managers find it easier to get things done and there are efficiencies created in their work.

9. Progress to date has included: engaging with the Corporation's support services and officers from across departments to explain the proposed activity, secure engagement and gather knowledge and feedback; and with external partners and network groups to identify good working practices which could be applied to resolve City of London issues. A Project Management Board (PMB) has been created with officers from across departments to lead on change and improvement. This will be a focus for Project Management excellence and will advise on corporate change(s) that affect departmental project management. It will encourage and improve cross-departmental working and communication and drive up the quality of project management.
10. The next steps will be to engage with officers from across departments and work together to build a better project management approach, through a series of workshops and calls for evidence agreed by the PMB. Crucial to the process will be engaging and retaining officers to: initialise design, and test the activity; roll out the changes with appropriate support; review the impact; and continue the cycle of improvement.
11. Progress against the activities and objectives will be reported to the Project Sub-Committee and the Chairman. Reports will also be made on a six-monthly basis to the Strategic Resources Group, the Summit Group and the Chief Officer Group.
12. At your meeting in June, there was some concern expressed over staff resources within the Committee and Member Services team. This was prompted by the loss of a number of experienced staff, the majority of whom were moving to other employment. Since that time, a programme of recruitment has been undertaken and virtually all the vacant positions have now been filled. In addition, the team (and more particularly the service available to Members) has been strengthened through the addition of two PAs to support the work of several Committee Chairmen and their Deputy Chairmen as well as the team's overall resilience through the appointment of Greg Moore as a senior manager, joining Angela Roach and Lorraine Brook in that capacity.

### **Corporate Strategy and Performance**

13. The Corporate Plan is being refreshed to enable the City Corporation to drive departmental activities to deliver on corporate priorities and to optimise allocation of resources. A draft plan was presented to Members at Service Committees, informal briefing and as part of the Members Induction and Refresh Programme. Members welcomed the move from a plan describing what the City Corporation does to a plan that focuses on why and how it does what it does in order to support better decision-making. The feedback received was used to produce a second draft of the Plan which was circulated to as part of the Members' Briefing in July and September. A further all-Member briefing will be organised for mid-November.
14. Officer engagement commenced at the Senior Leaders Forum on 6 September and all staff have been invited to attend one of twenty staff feedback sessions,

half of which will be held in non-Guildhall locations, in an attempt to stimulate engagement with the Corporate Plan and help officers see and demonstrate how they will contribute to it. All officers have also been sent a survey so that everyone has a chance to provide feedback prior to the Plan being finalised.

15. Selected stakeholder groups, partners and peers will also be asked for feedback on the draft Corporate Plan over a similar timescale. It is expected that there will be minor changes resulting from the consultation and engagement outlined above before it is submitted to Policy and Resources Committee in January 2018.
16. The next steps in linking up decision-making processes and timescales across budget-setting and priority-setting are:
  - redesigning detailed Business Plans to reflect the draft Corporate Plan
  - identifying relevant performance indicators in departmental Business Plans so that performance against the Corporate Plan can be reviewed formally on an annual basis and to respond to Members' demands for more meaningful performance measures focused on outcomes and impact rather than just outputs and activity
  - aligning, integrating and enabling tracking of other corporate processes through Business Plans, such as risk management, workforce planning and actions to meet budget reduction challenges
  - putting mechanisms in place for sharing learning and expertise and stimulating innovation across the City Corporation in order to drive organisational culture change and, thereby, continuous improvement.
17. Members will first notice a change at the Service Committees in the lead up to Christmas, where, for the first time, draft high-level (two page) Business Plans will be submitted alongside Budget Estimate reports. This will mark the beginning of joint budget-setting and priority-setting and the move towards corporate and business planning being processes rather than merely documents.

## **Elections**

18. The four yearly Common Council elections took place in March 2017. Just under 150 candidates stood for election and 19 of the Wards had contested elections. Additionally so far in 2017 there have been five Aldermanic elections. Nationally the a UK General Election took place in June, and the electoral services team worked with Westminster City Council to run the election in the Cities of London and Westminster constituency. All elections were successfully delivered in accordance with legislative requirements.
19. It should be noted that Seth Alker, the City Corporation's Electoral Services Manager, is leaving to work in a London Borough. The recruitment of his successor is underway and Members will be advised when an appointment has been made.

## **Contact Centre**

20. Management of the JCCR (Joint Contact and Control Room) project to join the City Corporation's Contact Centre with the City Police has been transferred to the

City Police. A subsequent review of the project has shown that there is a significant dependency on the Police Accommodation Programme to deliver a solution which will enable the joint move into an interim premises and then to a full-time location. The timing of the move is governed by the availability of space in Bishopsgate and is currently expected to be in the first half of 2018.

21. Preparations taking place for the physical move include enabling work on IT equipment, implementation of a new CRM (Customer Relationship Management) system and joint call-handling training and accreditation with the City Police.

22. During the last three months, the percentage of calls answered in 20 seconds was 89% against the target of 90% and the contact resolution rate was 75.6% against the target of 70% reflecting concentration on resolving calls effectively rather than just answering the telephone.

### **Appendices**

- Appendix 1 – Town Clerk’s Corporate and Member Services high-level business plan 2017/18

### **Background Papers**

- Report to Establishment Committee 19 June 2017: *Departmental Business Plans 2017/18*

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